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Department of Education, Employment and Workplace Relations



School Business Community Partnership Brokers

PROGRAM GUIDELINES

2010 – 2013



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1. Program Overview

1.1 Program Introduction

The Australian Government is committed to providing opportunities and support for all young Australians to acquire the knowledge and skills they need to participate effectively in society and employment in a globalised economy.

To support this objective, the Council of Australian Governments (COAG) has set goals to lift the Year 12 or equivalent attainment rate to 90 percent by 2015 and improve education outcomes for those experiencing high levels of disadvantage, including young people from low Socio Economic Status (SES) backgrounds, humanitarian refugees and Indigenous students.

The Australian, State and Territory Governments have entered into a National Partnership on Youth Attainment and Transitions. As part of the Australian Government's contribution to this National Partnership, existing youth, transitions and career programs will be consolidated into two new programs from 1 January 2010 that will work together to improve Year 12 or equivalent attainment rates and support successful engagement and transitions for all young people. The programs are:

- I. A national network of School Business Community Partnership Brokers (Partnership Brokers) to build partnerships that support improved education and transition outcomes for all young people.
- II. A national network of Youth Connections providers to ensure young people at risk of not attaining Year 12 or its equivalent or making a successful transition get the support they need to remain engaged, or to reengage in education.

As these new arrangements will be implemented under a National Partnership, the Australian Government is working closely with the States and Territories to make sure the programs are flexible and responsive, avoid duplication, complement existing State and Territory initiatives, and ensure national coverage. To achieve this, there are different requirements for Partnership Brokers in each State and Territory (refer to Attachment C).

As outlined in the National Partnership, funding for the programs will be transferred progressively to the States and Territories as they meet the outcomes agreed under the National Partnership.

The Department of Education, Employment and Workplace Relations (the Department) will share program evaluation findings and provider performance data with each jurisdiction and include relevant State or Territory representatives in program monitoring activities.

In addition to these new programs, the Australian Government will continue its support for the development of quality career information resources, services and standards to support the acquisition of career decision making skills.

The new programs will contribute to broader national objectives:

- Australian schooling promotes equity and excellence.
- All young Australians become successful learners, confident and

creative individuals, and active and informed citizens.

- All young people gain the skills, understandings and connections, and have health and wellbeing outcomes to make successful life choices.
- Improved education and transition outcomes for young people experiencing high levels of disadvantage including those from low SES backgrounds, humanitarian refugees and Indigenous Australians.

Note: The program arrangements have been negotiated with each State and Territory to ensure that the Partnership Brokers program is tailored to suit individual jurisdictions. As a result, there may be program differences across various States and Territories. These differences are reflected at Attachment C.

**1.2 School Business
Community
Partnership Brokers
Program Objective**

The Partnership Broker program objective is to facilitate stakeholder engagement, build community capacity and infrastructure and drive the Australian Government's education reform and social inclusion agendas to improve education and transition outcomes for all young people.

This will be achieved through a national network of Partnership Brokers that establish sustainable partnerships between and among four key stakeholder groups:

- Education and training providers
- Business and industry
- Parents and families
- Community groups.

Partnership Brokers will foster a strategic, whole-of-community approach that supports young people's learning and development.

As a result of the negotiations between the Department and each State and Territory Government, there are differences in the way the Partnership Brokers program is implemented in each jurisdiction. Specific variations are outlined in Attachment C of these Guidelines.

**1.3 Purpose of the
Guidelines**

These *School Business Community Partnership Broker Program Guidelines for 2010-2013* (the Guidelines) relate specifically to the Partnership Brokers program. This program is part of the Australian Government's contribution to the Youth Attainment and Transitions National Partnership and will commence on 1 January 2010.

These Guidelines set out the requirements for the provision of services by organisations contracted to be Partnership Brokers.

These Guidelines form part of the Services Contract with Partnership Brokers. If there is any inconsistency between the terms of the Services Contract and these Guidelines, the Services Contract will prevail.

The Australian Government reserves the right to amend the Guidelines, including prior to the execution of the Services Contract. In making such amendments, the Department may, but is not obliged to, consult with contracted Partnership Brokers and other contracted parties prior to the implementation of any change. Contracted Partnership Brokers will be advised of such changes in writing and updated Guidelines will be made available on the Department's website.

**1.4 Partnership Broker
Funding**

Under the National Partnership on Youth Attainment and Transitions, the Australian Government is providing \$182.9m funding for the Partnership Brokers program over four years, from January 2010 to December 2013.

2. Role of a School Business Community Partnership Broker

2.1 Definition of a Partnership Broker

A Partnership Broker is an organisation contracted to broker strategic, sustainable partnerships that will contribute to national objectives and the Partnership Brokers program objective as described in Section 1.2.

To be eligible to receive funding as a Partnership Broker, organisations must be incorporated, and locally based* with the capacity to:

- influence the strategic thinking of key stakeholders in their Service Region including parent and family groups and leaders from the education, business, industry and community sectors
- understand the Service Region environment, including the existing and emerging needs of young people, local and national businesses and other key stakeholder groups (outlined in Section 1.2)
- broker sustainable partnerships between key stakeholders at the local, State and Territory and national levels to improve education and transition outcomes for all young people
- broker partnerships for the benefit of all young people (across government and non-government education sectors) within their contracted Service Region, including those experiencing high levels of disadvantage
- attract and retain personnel with the skills, knowledge and abilities to engage with, influence and develop partnerships between key stakeholders
- build the capacity of key stakeholders to develop sustainable, strategic partnerships across the region
- monitor and report on the effectiveness of the partnerships they broker.

* For the purpose of the Guidelines, locally based organisations are defined as organisations that maintain business premises within the Service Region, and employ personnel who operate from premises within the Service Region to deliver Partnership Broker services required under the Services Contract.

2.2 Role of a Partnership Broker

Partnership Brokers must broker sustainable, strategic partnerships between and among key stakeholders to improve education and transition outcomes and support young people to remain engaged, or reengage, in education or training and realise their full social and economic potential. Each Partnership Broker must use their knowledge of the region to influence strategic planning and broker partnerships that will meet the needs of young people.

Establishment of the Partnership Brokers program is based on the principle that support for young people is the collective responsibility of governments, education and training providers, business and industry as well as parents and families, and the broader community.

The Partnership Brokers network must deliver outcomes specific to each stakeholder group and the needs of their Service Region. The performance of Partnership Brokers will be assessed by the effectiveness and quality of the partnerships they broker. Partnerships will be assessed through a range of

criteria as outlined in the Partnership Brokers Outcomes Framework (PBOF). The PBOF forms part of the Partnership Broker Monitoring, Evaluation and Reporting Framework (MERF) which can be found at Attachment B.

2.2.1 Definition of a Partnership

For the purposes of the Partnership Brokers program, a partnership is defined as:

A sustainable relationship between two or more parties that is mutually beneficial and contributes to improved education and transition outcomes for young people.

The aim of Partnership Brokers is to build sustainable partnerships, rather than short-term, one-off associations. Partnerships brokered by a Partnership Broker must demonstrate the following characteristics:

- Partners work collaboratively to build community capacity that supports young people's learning and improves their transition outcomes.
- Partners communicate effectively and are involved in joint planning to achieve agreed outcomes.
- All partners have a voice and are able to influence strategic directions.
- Partners establish monitoring and review mechanisms to assess the effectiveness of the partnership.
- Partners are committed to a sustainable relationship.
- Partnerships are relevant to the needs of young people in the region.

2.2.2 The Partnership Broker as Facilitator

Evaluation of the effectiveness of Partnership Brokers is based on outcomes. Partnership Brokers must be flexible enough to respond to the needs of their Service Region. Partnership Brokers must be proactive and approach stakeholders to facilitate strategic partnerships to meet an identified need, or realise an opportunity within their Service Region. The role of the Partnership Broker must also be to respond to a stakeholder proposal. For example:

Proactive

- Partnership Brokers must use their influence within the community to build stakeholder networks which reflect a collective responsibility for the education and transition outcomes of young people. Partnership Brokers must actively promote the role of education and training providers, business and industry, parents and families, the broader community and governments in the development of young people.
- Partnership Brokers must also promote to stakeholders the mutual benefits that can arise from a partnership approach. Partnership Brokers must use their knowledge of the Service Region to identify strategic opportunities to create and improve Partnerships that are effective in delivering improved outcomes for young people. This will mean that Partnership Brokers will initiate new Partnerships between stakeholders or enhance existing partnerships to maximise potential support for young people.

Responsive

- Partnership Brokers must also be able to respond to opportunities that are identified by their stakeholder networks as a means to improving outcomes for young people. This will involve increasing the capacity or scope of existing partnerships or establishing new Partnerships to maximise the community response to the identified opportunity. Partnership Brokers must be able to provide advice on options that are available, identify appropriate partners and support the development of strong partnership foundations.
- Through their knowledge of the Service Region, Partnership Brokers are ideally placed to broker partnership responses to issues that require a broader community strategy to deliver the best possible outcomes for young people.

Partnership Brokers must make strategic decisions about which partnerships they broker based on the needs of their Service Region, the outcomes the partnerships can deliver, sustainability of the partnership, and the capacity of their own organisation to nurture the relationship.

A partnership in its early stages may require more intensive support from the Partnership Broker to ensure the foundations are sound and to build the capacity of partners to manage their relationship.

As an established partnership develops, the role of the Partnership Broker may be to monitor the relationship, provide advice and support when required and facilitate meetings. Ultimately, a successful partnership will become independent and deliver sustainable outcomes without the need for direct Partnership Broker support.

2.3 Outcomes for Key Stakeholders

The Partnership Brokers network must build strategic partnerships that deliver outcomes for four key stakeholder groups.

- Education and training providers
- Business and industry
- Parents and families
- Community groups

Partnership Brokers will be assessed through a range of Key Performance Measures (KPMs) that indicate the effectiveness and quality of the partnerships brokered by them. The KPMs are outlined in the Partnership Broker Outcomes Framework (PBOF). The PBOF forms part of the Partnership Broker Monitoring, Evaluation and Reporting Framework (MERF) which can be found at Attachment B. Below is a summary of the outcomes and indicators for each of the key stakeholder groups.

2.3.1 Outcome for education and training providers

Education and training providers partnering with stakeholders in their community to ensure all young people participate in challenging, relevant and engaging learning that broadens personal aspirations and improves education and transition outcomes.

In order to achieve this Outcome, Partnership Brokers must focus on building partnerships that support education and training providers to:

- make classroom learning more meaningful to their students by connecting this learning to real life applications
- share responsibility for learning
- create opportunities for learning beyond the 'classroom'
- create opportunities to bring expertise into the 'classroom'
- cater for different learning styles, preferences and life circumstances
- broaden and deepen learning experiences
- provide mentoring opportunities for young people
- expand awareness of linkages between education and career opportunities
- improve young people's employability, career development and life skills
- engage or reengage all young people in education or training through to Year 12 or equivalent attainment
- recognise and accredit the learning that students do in non-classroom contexts, for example, in the community, in the workplace and in other spheres such as sport and leisure.

2.3.2 Outcome for Business and Industry

Business and industry actively engaged in sustainable partnerships that support the development of young people, contribute to the skills and knowledge of the future workforce and improve young people's education and transition outcomes.

In order to achieve this Outcome, Partnership Brokers must focus on building partnerships that support business and industry to:

- influence the skills and knowledge of the future workforce
- address skills shortages and meet future skills needs
- support education leaders to make classroom learning more meaningful for young people by connecting this learning to real life applications
- provide opportunities for young people to participate in workplace and community learning
- provide mentoring resources and opportunities
- engage their current workforce in young people's learning
- provide opportunities for teachers to improve their understanding and experience of non-educational workplaces
- contribute to quality career information and advice
- demonstrate a shared responsibility for learning.

2.3.3 Outcome for Parents and Families

Parents and families participating in partnerships that provide an informed and supportive environment for all young people to enable lifelong learning and career and pathway planning, and improve their education and transition outcomes.

In order to achieve this Outcome, Partnership Brokers must focus on building

partnerships that support parents and families to:

- make links between learning and career aspirations
- be more aware of and better informed about a diverse range of education, training and employment options
- enhance their capacity to engage, confidently and effectively, in education, training and career decision making
- support learning inside and outside the 'classroom'
- access supportive networks and services to help their children in their care pursue chosen directions.

2.3.4 Outcome for Community Groups

Community groups engaging with key stakeholders in partnerships that harness resources and build social capital to support young people to identify and achieve their goals and improve their education and transition outcomes.

In order to achieve this Outcome, Partnership Brokers must focus on building partnerships that support community groups to:

- share their knowledge about the learning and engagement needs of all young people with other partners, including parents, schools and businesses
- leverage resources to support young people's engagement and learning
- plan for the development of skills and knowledge to address community and workforce needs
- align effort to increase young people's participation and engagement in learning
- align effort to increase young people's employability and life skills
- provide mentoring resources and opportunities
- provide opportunities for all young people to be connected with the community.

3. Partnership Broker Relationships

3.1 Overview

Building and maintaining relationships with key stakeholders is critical to the performance of Partnership Brokers.

Partnership Brokers must build effective relationships in order to identify the needs and understand the expectations of young people, education and training providers, business and industry, parents and families and community groups.

Developing and maintaining these relationships will provide Partnership Brokers with the knowledge needed to identify issues and opportunities within their Service Region, and the networks to influence strategic change. Relationships can be formal or informal.

Partnership Brokers must understand and complement the work of existing State and Territory and Local Government programs and providers within their region. Partnership Brokers will avoid duplication by making strategic decisions based on knowledge of their region and focus their efforts in areas that will benefit from partnership brokering services. This may mean brokering new partnerships where there is unrealised potential or enhancing existing partnerships to improve outcomes.

3.2 Education and Training providers

While Partnership Brokers will not work directly with young people, they must build and maintain relationships with education and training providers including primary and secondary schools, TAFEs, universities, RTOs and alternative education program providers operating in their Service Region.

Effective relationships with education and training providers will enable Partnership Brokers to influence principals and education leaders and broker partnerships that enable education and training providers to share responsibility for learning and development, make classroom learning more meaningful for young people and improve education and transition outcomes.

Partnership Brokers must also look for opportunities to develop relationships with peak education and training associations and with school clusters through representative bodies which have the capacity to influence a number of education and training providers within a region.

State, Territory and national Partnership Brokers networks must facilitate engagement of peak education and training associations and representative bodies. For more information on State, Territory and national Partnership Brokers networks see Sections 3.7.1 and 3.7.2.

3.3 Business and Industry

Partnership Brokers must maintain regular contact with business and industry including local, regional and, where appropriate, national employers. While the Partnership Broker must ensure that relationships cover the full range of Industry Sectors within their Service Region (as defined by the 2006 Australian and New Zealand Standard Industrial Classification (ANZSIC) Divisions), they must seek to maximise relationships with industries affected by local skills shortages and with those identified as priority industries in their State or Territory.

Effective relationships with industry and business will enable Partnership Brokers to influence decision makers within an industry sector and broker partnerships which deliver benefits to young people and employers. Partnership Brokers must also look for opportunities to develop relationships with employer groups and peak bodies which have the capacity to influence their members at a local level and expand successful partnership models across Service Regions.

State, Territory and national Partnership Brokers networks must facilitate engagement of organisations which operate across State and Territory boundaries, employer groups and peak bodies. For more information on State, Territory and national Partnership Broker networks see Sections 3.7.1 and 3.7.2.

3.4 Parent and Family Groups

Partnership Brokers must maintain regular contact with parent and family groups within their Service Region. Parents and families are an important stakeholder group with the capacity to influence a range of other stakeholders. For this reason, it is essential that the Partnership Brokers build and maintain relationships with the relevant representative bodies.

Effective relationships with parent and family groups will enable Partnership Brokers to build Partnerships that enhance the capacity of parents and families to support young people to engage in education or training and make informed decisions about their future.

Partnership Brokers must also look for opportunities to develop relationships with peak parent and family associations and other groups representative of parents and families within their Service Region.

State, Territory and national Partnership Broker networks must facilitate engagement of peak parent and family associations. For more information on State, Territory and national Partnership Broker networks see Sections 3.7.1 and 3.7.2.

3.5 Community Groups

There is a range of community groups working to support young people in a variety of ways. Partnership Brokers must maintain regular contact with community groups within their Service Region. Community groups include, but are not limited to: privately run organisations providing services to the community, government funded service providers, sporting or social groups, charities and volunteer organisations and local government.

Effective relationships with community groups will enable Partnership Brokers to build partnerships that harness resources and result in a coordinated, strategic, whole-of-community approach to supporting young people.

Partnership Brokers must also look for opportunities to develop relationships with peak associations and bodies representative of community groups within their region.

State, Territory and national Partnership Broker networks must facilitate engagement of peak community associations. For more information on State, Territory and national Partnership Broker networks see Sections 3.7.1 and 3.7.2.

3.6 Youth Connections Providers Each Service Region will be serviced by a Partnership Broker and a Youth Connections provider. Youth Connections provides support to improve education and life skills outcomes for all young people at risk of not attaining Year 12 or its equivalent and not making a successful transition. As well as working strategically with Partnership Brokers in their Service Region, Youth Connections providers will also partner with others to ensure the most effective delivery and coordination of services and support for young people at risk.

Partnership Brokers must work closely with Youth Connections providers to broker strategic partnerships that enable partners to assess and improve:

- the equity of young people's access to services across the Service Region
- the effectiveness of service provision to young people within the Service Region.

Partnership Brokers must also work closely with Youth Connections providers to build the capacity of education and training providers in early identification and providing support for youth who are at risk of disengaging from education or who have already disengaged.

For more information on Youth Connections, see the Youth Connections Program Guidelines on the Department's website at:
www.deewr.gov.au/Youth/YouthAttainmentandTransitions.

3.7 Other Partnership Brokers The Partnership Brokers program will operate in 113 Service Regions across Australia (there are 107 Partnership Brokers across Australia, as some Service Regions are amalgamated for Partnership Broker services). However, contracted Partnership Brokers must not operate alone. In keeping with the underlying premise of the Partnership Brokers program, that partnerships deliver improved outcomes, the Department supports collaboration between providers and the sharing of best practice across provider networks.

The Department will fund Partnership Brokers network meetings at jurisdictional and national levels to support collaboration between providers and the sharing of best practice across Partnership Broker networks. Through these networks, Partnership Brokers must build linkages with relevant national industry bodies including Industry Skills Councils, Skills Australia and industry associations to identify current, emerging and future development needs. The networks must also develop linkages with relevant national community and education organisations.

State, Territory and national Partnership Broker network meetings will support an integrated approach to the delivery of Partnership Brokers services and quality outcomes for the program. Partnership Brokers must contribute to their relevant State or Territory network and send a representative to attend scheduled meetings. Each State and Territory network must nominate a representative to attend scheduled national network meetings. The Department reserves the right to attend any and all network meetings and may invite State or Territory jurisdiction representatives where the Department deems it is appropriate.

Beyond formal network meetings, the Department encourages Partnership Brokers to work with other Partnership Brokers. This may mean working closely with neighbouring Partnership Brokers to broker a Partnership that extends beyond a single Service Region, or brokering a Partnership with stakeholders from another Service Region to provide opportunities for young people that are not available in their own Service Region.

In cases where Partnership Brokers work together to facilitate a partnership, it is appropriate that credit for the outcome(s) is shared. Each of the Partnership Brokers involved must register the partnership on the Youth Attainment and Transitions Management Information System (YATMIS), record the nature of their involvement and report shared outcome(s) against relevant Key Performance Measures (KPMs) as outlined in the PBOF. As part of the reporting requirements, each Partnership Broker must indicate the Service Region(s) where outcomes of the partnership were achieved.

Working collaboratively will enable providers to share innovative strategies for engaging key stakeholders in partnerships and expand successful partnership models across the broader Partnership Brokers network.

3.7.1 State and Territory Networks

Each State and Territory network will receive funding to support quarterly network meetings. These meetings may be a combination of face-to-face and teleconference. Partnership Brokers must nominate a representative to attend scheduled meetings and contribute to the Terms of Reference (ToR) determined by the Department, in consultation with each State and Territory network. Organisation of the meetings is the responsibility of the elected network chairperson. The chairperson's tenure is one year.

Each State and Territory network must elect a national network representative to attend national network meetings. The national network representative's tenure is one year.

Smaller State and Territory networks may negotiate with the Department to participate in joint meetings with a larger State or Territory network but retain their representation on the national network.

The State and Territory networks will play an important role including:

- acting as a forum for discussion and sharing of best practice and lessons learned
- identifying and disseminating successful partnership models
- building linkages with relevant State, Territory and national bodies including Industry Skills Councils and Skills Australia to identify current, emerging and future development needs
- consulting with the Department to formulate strategic direction for the broader State and Territory Partnership Broker network
- guiding strategic direction for the State and Territory network in the context of their jurisdictional environment
- acting as a point of contact for stakeholders wishing to engage with the Partnership Broker network and build partnerships across the State or Territory and for other initiatives such as the Business –

School Connections Roundtable

- contributing to the national network's ToR through their elected representative
- providing feedback to the national network through their elected representative
- providing feedback to the Department to inform ongoing program improvement.

3.7.2 National Network

The national network will receive funding to support quarterly network meetings. These meetings may be a combination of face-to-face and teleconference. Each State and Territory network must elect a representative to attend scheduled meetings and contribute to the ToR determined by the Department, in consultation with the national network. Organisation of the meetings is the responsibility of the elected network chairperson. The chairperson's tenure is one year.

The national network will play an important role including:

- acting as a forum for discussion and sharing of best practice and lessons learned nationally
- identifying and disseminating successful partnership models
- building linkages with relevant national bodies including Industry Skills Councils and Skills Australia to identify current, emerging and future development needs
- consulting with the Department to formulate strategic direction for the broader Partnership Broker network
- guiding strategic direction for the national network
- acting as a point of contact for stakeholders wishing to engage with the Partnership Broker network and build partnerships across State and Territory boundaries and for other initiatives such as the Business – School Connections Roundtable
- contributing to the national network's ToR
- providing feedback to State and Territory networks through their elected representative
- providing feedback to the Department to inform ongoing program improvement.

3.8 The Department

The Department seeks to establish effective relationships with Partnership Brokers to support achievement of the desired program objective and outcomes. Ongoing monitoring will provide opportunities to enhance relationships between Partnership Brokers and the Department and encourage the attainment of quality outcomes. Given the strategic and collaborative role of Partnership Brokers and the National Partnership, the Department seeks to encourage two-way feedback and generate learning through connecting good practice with policy development.

3.8.1 The Department's Responsibilities

The Department will maintain overall Program and Contract Management responsibility, which encompasses financial and relationship management. The key stakeholders within the Department for Partnership Brokers are

located in National Office and the Department's State and Territory office network. The Department will work closely with Partnership Brokers to identify and promote best practice and explore innovative ways of achieving program outcomes.

The Department's State and Territory offices will manage Partnership Brokers contracts and are the first point of contact between the Department and Partnership Brokers.

The Department's national office is responsible for managing the Partnership Brokers program and developing policy advice.

The Department's responsibilities include:

- Developing and providing advice to Ministers on Partnership Broker policy and administration, including development and updating of the Guidelines and supporting documentation.
- Developing and maintaining strong relationships with Partnership Brokers, using formal and informal communication channels to support successful contract and program management.
- Establishing, maintaining and managing relationships with key stakeholders including State and Territory education systems, relevant State and Territory departments, local government and other agencies as required.
- Managing the Partnership Broker Monitoring, Evaluation and Reporting Framework (MERF).
- Collecting, analysing and reporting information on the overall performance of Partnership Brokers, including financial management issues.
- Conducting Program Monitoring Meetings (PMMs) to discuss Partnership Broker performance, progress against outcomes and/or program development. PMMs may involve a representative from the relevant jurisdiction.
- Monitoring the performance of Partnership Brokers and taking appropriate action in the event of non-performance or under-performance.
- Managing Partnership Broker compliance with the Services Contract, including tracking Partnership Broker reporting obligations, assessing milestones for quality and timeliness, and taking appropriate action in regard to non-compliant Partnership Brokers.
- Making payments to contractually compliant Partnership Brokers.
- Investigating complaints against Partnership Brokers and taking action where required.
- Investigating allegations or evidence of fraud or other malpractice by Partnership Brokers, and taking action if required.
- Managing YATMIS (the Department's on line reporting system) for performance and contract management purposes, as well as reporting.
- Managing the review of progress towards NP Outcomes and the handover of program funding to each jurisdiction as targets are achieved.

3.8.2 Program and Network Support

The Department is responsible for policy development, and the administration and support of the Partnership Brokers network. As part of this responsibility, the Department monitors, supports and assesses Partnership Brokers performance to ensure the program is achieving the required outcomes.

The Department will provide support to Partnership Brokers in a number of ways including:

- Consultation – through the establishment of State and Territory and national Partnership Brokers networks to promote collaboration, discussion and feedback between the Department and Partnership Brokers.
- Development and support – the provision of day-to-day assistance and advice to Partnership Brokers on strategic and operational matters.
- Professional Development and Training – the development and delivery of training for Partnership Broker management and staff through conferences and workshops.
- Infrastructure support – the provision of practical support, such as the Partnership Broker internet site, YATMIS and program templates.
- Administration – support for and advice about sound governance practices including quality assurance, Partnership Brokers contract management and financial management.

Partnership Brokers will not be relieved of any of their obligations under these Guidelines, the Services Contract, or otherwise at law, because of any support that the Department may or may not provide.

3.9 State and Territory and Other Local Programs

Partnership Brokers must identify and understand State and Territory and local programs that may impact on the way they approach their work in each of the jurisdictions. Partnership Brokers must avoid duplication but also pursue opportunities to leverage off other initiatives and programs and harness existing resources to achieve Partnership Brokers outcomes.

Note: Organisations contracted to deliver Partnership Brokers services are not prohibited from delivering other Australian, State, Territory or local Government programs or services in the Service Region.

4. Responsibilities of a Partnership Broker

4.1 Managing Risk

Partnership Brokers must document risk management processes. A risk management process identifies key risks, outlines strategies for minimising those risks, and provides a plan to address residual risks across the organisation and its subcontractors. The risk management process has four functions:

- planning for risk management
- organising risk mitigation strategies
- leading risk control efforts
- controlling any unavoidable losses at a reasonable cost.

Partnership Brokers must ensure that both the risk management process and the control procedures to be implemented are documented as part of the Partnership Brokers Strategic Plan, which must be submitted to the Department for approval by 31 March 2010 and updated by 28 February in subsequent years.

Each Partnership Broker must monitor the level of risk, review its risk management processes biannually and, where required, modify procedures to address changing circumstances.

4.2 Keeping Records

Partnership Brokers must maintain records of all activity undertaken as part of the Services Contract.

Hard-copy records must be held on file at the premises of the Partnership Broker. These records, as well as any records held in electronic format, must be retained by the Partnership Broker for the period during which the Partnership Broker is contracted to provide services under the program and the Partnership Broker must provide the Department officers access to the records if requested. At the end of the contract period, the Partnership Broker must deal with the records as directed in writing by the Department.

If monitoring reveals that the standard of record keeping is unsatisfactory, the Partnership Broker will be advised during monitoring feedback. Unsatisfactory record keeping can include lack of documentation in relation to financial records and Partnership Broker records not being kept in accordance with the Privacy Act and Archives Act. The Department will subsequently outline in writing why the record keeping has been deemed unsatisfactory and may defer payment under the Services Contract pending resolution.

4.3 Partnership Broker Access to YATMIS

A Log on ID and Password are required to access the secure part of YATMIS, the Department's relationship management and online reporting tool for the Partnership Brokers program.

The Partnership Broker's Authorised Signatory will be the only person that can nominate a Security Officer within their organisation who can grant access to modules on YATMIS. The Security Officer will provide YATMIS access to the required Partnership Broker personnel so that:

- data can be endorsed prior to the Department's quarterly report dates; and

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- the Annual Partnership Broker Survey data, Strategic Plans and Environmental Scans can be submitted to the Department.

Partnerships Brokers must notify the Department in writing of any proposed change of Authorised Signatory.

Partnerships Brokers must notify the Department within five working days if any personnel who have password access to YATMIS leave the organisation. This requirement includes staff members who change roles within the organisation and are no longer authorised to deal directly with Partnership Broker reporting. The Department will then arrange for their access to YATMIS to be removed.

If a Partnership Broker has not notified the Department within five working days when a staff member is no longer involved with that Partnership Broker, and the staff member continues to access YATMIS, the Partnership Broker will be held liable for any damage or data entry that the staff member undertakes, as well as the consequences of any action.

For more information on YATMIS, see Sections 8.2 and 8.3 of the Guidelines.

4.4 Freedom of Information

All documents in the possession of the Department including those in relation to the Partnership Brokers Program are subject to the *Freedom of Information Act 1982* (“FOI Act”). Decisions regarding requests for access under the FOI Act will be made by an authorised decision-maker in accordance with the requirements of the FOI Act.

The FOI Act creates a general right of access to documents in the possession of the Department and this right of access is limited only by the exceptions and exemptions necessary for the protection of essential public interests and the private and business affairs of persons in respect of whom the information relates.

To the extent required by the FOI Act, where documents captured by a request contain personal information or relate to the business, commercial or financial affairs of third parties, the decision-maker will consult with individuals affected prior to making any decision on access to such documents.

All FOI requests are to be referred to the FOI Coordinator, Administrative Law Branch, Legal, Investigations and Procurement Group, in DEEWR’s National Office.

By Post:

FOI Coordinator
Legal, Investigations and Procurement Group
DEEWR
C148CW2 – FOI
GPO Box 9880
CANBERRA ACT 2601

By Email:

foi@deewr.gov.au

4.5 Information Privacy Principles

The Department is bound, in administering the Partnership Brokers Program by the provisions of the *Privacy Act 1988* (the Privacy Act). Section 14 of the Privacy Act contains the Information Privacy Principles (IPPs) (a copy is provided at Attachment A), which prescribe the rules for handling personal information.

Under the Services Contract with the Department, the Partnership Brokers contracted by the Department to assist in the implementation and administration of the Partnership Brokers Program must abide by the IPPs and the Privacy Act when handling personal information collected for the purposes of that program.

Complaints about breaches of privacy should be referred to:

Privacy Contact Officer
Administrative Law Branch,
Legal, Investigations and Procurement Group
DEEWR
C148CW2 - FOI
GPO Box 9880
CANBERRA ACT 2601

Privacy complaints can be made directly to the Federal Privacy Commissioner however the Federal Privacy Commissioner will generally prefer that the Department be given an opportunity to deal with the complaint in the first instance.

Partnership Brokers should seek their own independent advice regarding queries about the application of the Privacy Act to their activities.

4.6 Complaints Handling Process

Any person may lodge a complaint or provide feedback directly to DEEWR in relation to operations of a Partnership Broker provider. Any person wishing to lodge a complaint or provide feedback will contact DEEWR's free-call number: 1300 729 252.

DEEWR will aim to resolve a complaint within 30 days of its receipt. Where it is not possible to resolve a complaint within 30 days, concerned parties will be kept informed of progress. DEEWR may be required to contact Partnership Broker provider management, students, education providers, employers or other relevant parties in investigating a complaint.

Where a complaint involves an allegation of fraud, criminal activity or the misappropriation of Partnership Broker Service Fees, the matter must be reported directly to the Contract Manager.

If a Partnership Broker, or any person, is dissatisfied with the administration of the program, they can raise their concerns with the Commonwealth Ombudsman. The Ombudsman will generally prefer that the Department be given an opportunity to deal with the complaint in the first instance.

5. Reporting and Monitoring of Performance

5.1 Accountability Partnership Brokers are accountable for the delivery of the program and must adhere to the reporting requirements in the Guidelines which form part of the Services Contract.

The information reported by Partnership Brokers will be used by the Department to ensure that Partnership Brokers are compliant with the requirements of the Services Contract, specifically for monitoring their performance against the contracted milestones.

5.2 Monitoring, Evaluation and Reporting Framework

The Partnership Brokers program will be managed within a Monitoring, Evaluation and Reporting Framework (MERF). The MERF:

1. describes the outcomes being achieved, and enable analysis of the extent to which they are appropriate, effective and efficient
2. establishes a system of continuous feedback to Partnership Brokers about their performance
3. provides qualitative and quantitative evidence for the evaluation of the program
4. informs ongoing policy and program development.

The MERF comprises two main components:

Provider Reporting:

- Individual provider reporting against Key Performance Measures (KPMs) as specified in the online template provided by the Department for the Strategic Plan and the Partnership Broker Outcomes Framework (PBOF).

Evaluation Strategy:

- Ongoing evaluation strategy running parallel to provider reporting. The evaluation strategy will include baseline data collection to enable analysis of change over time and use a combination of surveys, case studies, focus groups, provider reporting and analysis of State, Territory and national data sets to assess:
 - program and provider effectiveness and efficiency
 - levels of stakeholder awareness and satisfaction
 - National and Regional Performance Measures as specified in the MERF.
- The evaluation strategy also includes an ongoing, independent evaluation using a range of data collection methodologies and data sets to provide the Department with an objective assessment of the programs.

Partnership Brokers must provide information on baseline data and contribute to ongoing evaluation activities in a timely and efficient manner as requested by the Department.

5.2.1 Partnership Broker Outcomes Framework (PBOF)

The PBOF represents an important element of the MERF. The PBOF sets out the Outcomes, Indicators and KPMs for the Partnership Brokers program, and

describes how the program will contribute to higher level policy goals and national objectives. The PBOF is the foundation for provider reporting against KPMs.

The PBOF has been developed with the understanding that outcomes of the Partnership Brokers program must support the broader national policy context for education, training and transitions through school and from school to further education, training and employment for young Australians as agreed through COAG. The PBOF is informed by the Australian Government's stated policy goals on educational attainment and the *Melbourne Declaration on Educational Goals for Young Australians* and the *National Partnership on Youth Attainment and Transitions*.

5.2.2 Key Performance Measures

Outcomes that are directly attributable to the efforts of Partnership Brokers will be measured by the Partnership Brokers KPMs. The KPMs form part of the Partnership Brokers Reporting Requirements as outlined in the Guidelines which form part of the Services Contract.

The KPMs are the foundation for assembling quantitative and qualitative information identified by the Department to monitor provider performance and program effectiveness. Each KPM informs the Partnership Brokers outcomes as described in the PBOF.

Partnership Brokers must record the outcomes of their work against KPMs using YATMIS, the relationship management and online reporting tool developed by the Department. While the Department will have access to data recorded in YATMIS at any time, the Department will evaluate performance against KPM data quarterly. The data entered by providers will be used to assess the effectiveness of services against program objectives.

Partnership Brokers must ensure that their data entry is up-to-date and endorsed by a person authorised to do so on behalf of the organisation prior to the Department's KPM evaluation dates. The dates by which data entry must be endorsed are 31 March, 30 June, 30 September and 31 December for each year of the contract period, with the exception of the final year when the December data entry must be endorsed by 15 December.

KPM data will be aggregated by the Department at regional, State and Territory and national levels to inform the ongoing program evaluation strategy.

5.2.3 National and Regional Performance Measures

National and Regional Performance Measures (NRPMs) are part of the ongoing Evaluation Strategy under the MERF. Outcomes that are achieved as a result of the combined efforts of a range of stakeholders will be measured through NRPMs. NRPMs will be assessed using a combination of techniques for collecting quantitative and qualitative information about program effectiveness against high level policy and program objectives. NRPMs are linked to Policy Goals and National Objectives. Data may be aggregated by regional, State or national levels where it is comparable.

Measurement of NRPMs will be managed by the Department. Partnership Brokers are NOT required to report against NRPMs, however, Partnership Brokers must cooperate with, and provide reasonable assistance to, the Department, or any person or body acting on the Department's behalf for such purposes, from time to time with gathering data to inform NRPMs.

NRPMs will be informed by such sources as:

- national data sources such as National Centre for Vocational Education Research (NCVER) data, Australian Bureau of Statistics (ABS) National Schools Statistics Collection and Ministerial Council for Education, Early Childhood Development and Youth Affairs (MCEECDYA) data
- state or territory data sets
- student destination survey outcomes
- outcomes of case studies undertaken by the Department, or on the Department's behalf
- stakeholder sample surveys undertaken by the Department, or on the Department's behalf.

Partnership Brokers must provide information on baseline data and contribute to ongoing evaluation activities but they are not responsible for overall evaluation management.

Partnership Brokers must also conduct a feedback survey of their key stakeholders annually, and report the outcomes of that survey. The survey will be developed by the Department.

The Department will use data obtained through NRPMs, along with collated data from Partnership Broker reporting, to report on program performance.

5.3 The Planning and Reporting Cycle

5.3.1 Overview and timing

The annual Partnership Brokers planning and reporting year runs from 1 January to 31 December. Planning and reporting requirements apply for each year of the contract period. Partnership Brokers must:

- have a Strategic Plan in place which covers the full contract period (reviewed and updated annually)
- submit an Environmental Scan (reviewed and updated annually)
- enter KPM data on YATMIS and endorse data prior to the Department's KPM evaluation dates
- where available, provide evidence of the partnerships' impact on young people education and transition outcomes
- complete an Annual Partnership Broker Survey
- submit a minimum of two Case Studies for each year of the contract period
- participate in an annual Program Monitoring Meeting (PMM) between July and September in each year of the contract period.

Strategic Plans, Environmental Scans, Annual Partnership Broker Surveys and Case Studies must be submitted via the Department's online reporting system YATMIS at a standard acceptable to the Department and using the templates provided by the Department.

The Department will assess Partnership Broker Plans and Scans in conjunction with data describing the effectiveness of partnerships brokered by the Partnership Broker. Effectiveness of the partnerships will be based on a range of KPMs identified by the Department. This data must be entered by the Partnership Brokers on an ongoing basis through YATMIS. The Department will use data entered by the Partnership Broker to assess provider and program effectiveness.

5.3.2 Strategic Plan

Partnership Brokers must develop, and operate in accordance with a Strategic Plan covering the contract period. The initial Strategic Plan must be submitted to the Department for approval by 31 March 2010. Strategic Plans must be reviewed and updated as appropriate and be resubmitted by 28 February for each year of the contract period. The Strategic Plan template is available through YATMIS.

In developing their Strategic Plan, Partnership Brokers must ensure that they consult with key stakeholders in their contracted Service Region including local government, State government agencies, youth service providers, education and training providers, business and industry, parent and family groups and community groups. The Strategic Plan must reflect strategies to ensure stakeholders are engaged equitably across the Service Region and that delivers the program objectives and outcomes.

The Strategic Plan is a statement of strategic intent. Partnership Brokers must review and update their Strategic Plan as the Partnership Broker's operating environment changes and resubmit it annually.

The Strategic Plan must:

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- include a Mission statement
 - cover the Agreement period i.e. from the date of commencement of operations to the end of the contract period
 - demonstrate adequate consultation with, and consideration of, key stakeholders in the Service Region
 - identify short and long-term goals for the Service Region and the strategies for achieving these goals
 - include a risk assessment and risk management strategy
 - include a conflict of interest management strategy
 - detail Partnership Broker infrastructure and governance arrangements (including consortium or subcontracting arrangements).

The Strategic Plan must be submitted on YATMIS by a person authorised to do so on behalf of the organisation.

5.3.3 Environmental Scan

The Environmental Scan (ES) is a document that outlines current and emerging trends, gaps and issues, key stakeholders and existing partnerships within the Service Region education and transition environments. This may include, but is not limited to, information about:

- the needs of young people
- existing national, State and Territory and local initiatives/services and programs
- local industry operating in the region
- key stakeholders within the region
- the needs of business and industry
- local skills needs and shortages.

The ES must be informed by a range of sources including available data sets and input from key stakeholders such as education and training providers, business and industry, parent and family groups, and community groups.

The ES will be an important driver in the development of the Partnership Broker's Strategic Plan and a useful tool to support and inform discussions with stakeholders.

The ES template is available through YATMIS. The Partnership Broker must provide the initial ES to the Department for approval by 31 March 2010. The ES must be reviewed and updated as appropriate. The Partnership Broker must provide an updated ES to the Department for approval by 28 February for each year of the contract period.

The ES must be submitted on YATMIS by a person authorised to do so on behalf of the organisation.

5.3.4 Annual Partnership Broker Survey

Each Partnership Broker must complete an Annual Partnership Brokers Provider Survey. Results from the survey will be used to inform program improvement and policy development.

The Department will work with Partnership Brokers through State and Territory and National Partnership Broker networks to develop targeted questions to gather data about the way Partnership Brokers work, challenges/successes for the program and to identify opportunities for improved program outcomes. Survey responses must be entered through YATMIS and endorsed by 31 January 2011, and 31 January for each year of the contract period, with the exception of the final year when responses are due by 15 December.

The survey is also an opportunity for Partnership Brokers to provide advice to the Department about their experiences during the reporting period. Such information helps to contextualise data and other outcomes reporting, and might include such information as:

- comment on the environment in which the Partnership Broker is operating (e.g. employment, education, geographical, social)
- remarks about the general management, administration and operation of the Partnership Broker
- effectiveness of the relationship between the Partnership Broker and Youth Connections providers
- feedback about the Department's management of the Partnership Brokers program.

5.3.5 Case Studies

Case Studies represent an important element of the qualitative data captured through Partnership Broker reporting and provide an opportunity for Partnership Brokers to tell the story of their success. These Case Studies will be used to:

- promote best practice throughout the Partnership Brokers network
- promote to stakeholders the benefits to be gained through entering into partnerships
- inform the public of the benefits being delivered by of the Partnership Brokers network
- inform program management and policy development
- inform the Minister of the achievements of the Partnership Brokers network.

YATMIS provides a mechanism for Partnership Brokers to enter a case study against any or all of the partnerships they broker. The Department will provide an online template to capture key case study information. Partnership Brokers must enter into YATMIS a minimum of two Case Studies for each year of the contract period. The Case Studies must be submitted by 31 December with the exception of the final year when case studies are due by 15 December.

Case Studies must comply with the requirements of the Privacy Act and relevant State or Territory guidelines.

Case Studies will be independently verified prior to publication.

5.3.6 Young People’s Education and Transition Outcomes

Partnership Brokers must provide evidence, where it is available, of each partnership’s impact on young people’s education and transition outcomes. Information may point to improvements against a range of related measures including improved participation rates, improved academic achievement and/or improved personal development. Partnership Brokers must provide a summary of this evidence on YATMIS, and retain the evidence which they must provide to the Department on request.

5.3.7 Partnership Broker Program Monitoring Meeting

The Department and relevant State or Territory government representatives will meet with each Partnership Broker for an annual Program Monitoring Meeting (PMM). The meetings will take place between July and September in each year of the contract period. While the Department may meet with providers a number of times during the year, the PMM represents the major annual contact between the Department and the Partnership Broker and is a forum to discuss:

- current Partnership Broker performance as informed by the most recently available data
- Partnership Broker management issues, including financial matters, contractual milestones and payments, and contract compliance
- national or local issues impacting on Partnership Broker operations
- challenges or successes which may be of value to the broader Partnership Brokers network
- ways in which the Department and Partnership Brokers can work together to support ongoing program improvement.

The Department may use the PMM to inspect the records of Partnership Brokers for program compliance. Where the Department intends to inspect Partnership Broker records at the PMM, at least 14 working days written notice of the records to be inspected will be given. Email communication will suffice for this purpose. (note: this does not limit the relevant clause of the Services Contract)

Where possible, the PMM will be held in the relevant Service Region. The Partnership Broker organisation must meet the costs of any Partnership Broker personnel, or any other staff, required by the Department to attend these meetings. The Department will provide Partnership Brokers with reasonable notice of when the meetings will take place and an agenda for the meeting.

Roles and Responsibilities for the Program Monitoring Meeting

The Department will:

- liaise with the Partnership Broker to arrange a time and place for the PMM
- produce and distribute an agenda
- provide 14 days written notice of any inspection of records to be

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- undertaken on the day of the meeting
 - chair the meeting
 - complete a PMM checklist to record the outcomes of the meeting and distribute it to the Partnership Broker's governing body.

Partnership Brokers must:

- liaise with the Department to arrange a meeting time and place
- ensure Partnership Broker personnel required by the Department are available at that time and place
- provide any records the Department have requested to inspect.

Where the Department has advised a Partnership Broker that it wants to inspect its records, that inspection may be scheduled to take place separately to the PMM, and involve only those personnel with relevant knowledge of the records.

Where either the Department or the Partnership Broker considers further discussion or investigation is required, additional PMMs may be conducted. If the Department requires additional PMMs to be held, the Partnership Broker must participate in such PMMs and perform those obligations noted above with respect to any additional PMMs.

Partnership Brokers will not be relieved of any of their obligations under these Guidelines, the Services Contract, or otherwise at law because of any responsibilities that the Department may have in relation to PMM meetings, or any failure by the Department to exercise those responsibilities.

5.3.8 Non-fulfilment of Conditions

The Department may withhold or suspend any payment in whole or in part if;

- (a) A Partnership Broker provider has not performed their obligations under the Partnership Brokers Services Contract; or
- (b) A Partnership Broker provider has outstanding or unacquitted money under any arrangement (whether contractual or statutory) with the Department.

5.3.9 Underperformance

An underperforming Partnership Broker is one which is not achieving the outcomes or delivering the services it has been contracted to deliver in the Partnership Brokers Services Contract. Typically underperformance may be classified by the Department as:

- persistent non-compliance with performance reporting obligations
- failure to offer Partnership Broker services for the benefit of all young people in the Service Region
- persistent and demonstrable unsatisfactory standard of program delivery
- demonstrated lack of understanding about the role of a Partnership Broker.

The Department will use the following strategies for dealing with underperformance:

- increase communication between the Department and the Partnership Broker (e.g. by way of additional progress meetings and reviews)
- setting more frequent milestones
- monitoring performance more closely
- enforcing the terms of the Partnership Brokers Services Contract
- assessing whether a contract variation may be an appropriate solution and then negotiating the variation
- stopping or withholding payments
- terminating the contract and seeking damages

Where issues of potential underperformance are identified, the appropriate State or Territory Contract Manager will advise the provider of the Department's concerns. The Department will provide written advice to the provider of the steps which it proposes to take to deal with the underperformance issue(s).

6. Management of the Partnership Broker Organisation

- 6.1 Incorporation and Constitutions** To receive Australian Government funding, Partnership Brokers must be incorporated. The governing body of the organisation needs to understand the rights and responsibilities that are attached to incorporation both under the relevant incorporation legislation and at general law.

From time to time, and without relieving the Partnership Brokers of their own obligations, the Department may provide guidance to Partnership Brokers on specific issues which need to be included in a Partnership Broker's constitution or other governing document to ensure that the Partnership Broker is meeting the requirements of the Services Contract.

Information on incorporation requirements can be obtained from the relevant federal, State or Territory body that administers the legislation under which the Partnership Broker is incorporated. For more information visit the Australian Securities and Investments Commission website at:

<http://www.asic.gov.au>.

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- 6.2 The Partnership Broker Governing Body** The Partnership Broker must establish a governing body, which must:
- comply with any relevant Commonwealth and State legislation relating to incorporated bodies
 - provide strategic leadership and direction to the Partnership Broker to ensure it fulfils its constitutional and Partnership Brokers Services Contract obligations
 - represent and promote the Partnership Brokers program to stakeholders in its Service Region(s)
 - without relieving the Partnership Broker of its obligations, identify, understand and comply with responsibilities under the relevant Incorporation legislation, and for the efficient, transparent and accountable management of the Partnership Broker, its staff and its funds
 - play a lead role in ensuring that suitable Partnership Broker personnel are recruited and retained
 - establish local networks and/or build on existing ones which support young people in their transition from school to further education, training or work
 - work in partnership with the Department, and other key stakeholders, including Australian, State, Territory and local governments to promote whole of government initiatives
 - manage and support the activities of Partnership Broker staff
 - be available to support the national network of Australian Government Partnership Brokers by attending and participating in local, State and national Partnership Brokers conferences, workshops and meetings, including the PMM (refer to Section 5.3.7).

6.3 Corporate Governance	<p>Corporate governance is underpinned by a values system, a code of conduct and complaints mechanism that outlines standards of integrity and ethical behaviour and highlights the level of transparency and consistency in actions that all staff will adopt.</p>
	<p>Partnership Brokers must adopt good corporate governance through using best practice corporate governance principles including:</p>
	<ul style="list-style-type: none"> • clear definitions of responsibility i.e. roles of the Partnership Broker management, employees and subcontractors, with clear lines of reporting; • clear understanding of relationships i.e. between the Partnership Broker and all levels of government and between the Partnership Broker and businesses, education and training providers, youth service providers, families and the broader community; • transparent procedures for addressing conflicts of interest from those entrusted to manage resources and deliver outcomes; and • accountability for all operational aspects, particularly for decisions about the delivery of services.
6.4 Conflict of Interest	<p>As a recipient of Australian Government funding, Partnership Brokers must perform their functions in a fair, impartial, and apolitical manner and ensure that there is no actual or perceived conflict of interest in the decisions taken by the Partnership Broker, or employee of the Partnership Broker.</p>
	<p>Partnership Brokers must ensure that they undertake all activities in accordance with the principles of good corporate governance outlined in Section 6.3. Transparency of decision making is fundamental to this. Partnerships Brokers must ensure that all personnel disclose any personal interests or personal relationships that could lead to a real or perceived conflict of interest as soon as those conflicts arise. Partnership Brokers must consistently require potential or actual conflicts to be identified, recorded and dealt with properly.</p>
	<p>If during the term of the Services Contract, a conflict of interest arises, or is likely to arise, Partnership Brokers must immediately notify the Department in writing of the conflict specifying how the actual or potential conflict of interest will be addressed and monitored to ensure that it does not conflict with the outcomes desired under the Services Contract. The Department may require Partnership Brokers to take additional steps to resolve or otherwise deal with that conflict.</p>
	<p>Partnership Brokers must maintain and regularly update a register of any declarations of conflict of interest and the action taken to address the conflict. This register should be made available to the Department upon request.</p>
6.5 The Partnership Broker as an Employer	<p>The Services Contract does not prescribe how the Partnership Broker organisation should administer its Service Fees to achieve the program outcomes. However, it is anticipated that a significant amount of the Partnership Brokers Service Fees will be used to employ personnel with the capacity to influence key stakeholders, broker strategic partnerships and support the Partnership Broker to achieve its outcomes under the Services Contract.</p>

The Partnership Broker, as an independent legal entity, must meet its legal obligations as an employer and to comply with the Fair Work Act 2009.

All States and Territories have Government websites that provide practical information on a range of employer legal responsibilities. For example, the fundamental features of a sound grievance process that directs the user to sample grievance procedures and guidelines can be found at www.lawlink.nsw.gov.au/adb.nsf/pages/grievproc.

Comprehensive information on the Partnership Broker's legal obligations to employees can be found via the Business Entry Point website at www.business.gov.au or through the Australian Government Department of Industry, Tourism and Resources' website at www.industry.gov.au.

6.5.1 Subcontractors

Partnership Brokers must not, without the Department's prior written approval, subcontract the performance of any obligations under their contract.

Subcontracting is an arrangement where the Partnership Broker engages a person or organisation to deliver any part of the services that the Partnership Broker is legally bound to deliver under their contract with the Commonwealth, where such a person or organisation is a separate legal entity to the Partnership Broker, and is not engaged as an employee of the Partnership Broker.

Partnership Brokers are fully responsible for ensuring the suitability of any subcontractor for the work to be carried out, and for ensuring that the work meets the requirements of the Services Contract.

The Department may, at any time, revoke its approval of any subcontractor from performing work related to the Partnership Brokers program on any reasonable ground by giving written notice to the Partnership Broker. The Partnership Broker must, at its own cost, promptly cease using that subcontractor and arrange their replacement with other personnel.

Section 5.3.9, Underperformance, applies to the activities of a sub-contractor as it does to the Partnership Broker. However, where the Department intends to respond to a potential underperformance issue by a sub-contractor, the Department will manage this through the contracted Partnership Broker, not the sub-contractor.

7. Youth Attainment and Transitions Service Regions and Service Fees

7.1 Overview

There are three broad principles underpinning the establishment of defined Service Regions:

- Service Regions will together provide national coverage and each Service Region will be viable operationally and financially.
- Regional constructs may vary between jurisdictions to ensure the Partnership Brokers program complements existing programs and services, aligns with State and Territory data collection areas and meets the specific needs of each jurisdiction. The Service Regions for each jurisdiction, and any variation to the way the Partnership Brokers program is implemented, have been determined following consultation between the Australian and State and Territory governments as part of the National Partnership on Youth Attainment and Transitions.

7.2 Youth Attainment and Transitions Service Regions

To achieve national coverage, 113 Youth Attainment and Transitions Service Regions will be established. Some of these Service Regions have been amalgamated for the delivery of Partnership Broker services. There are 107 Partnership Brokers nationally.

Partnership Brokers must broker partnerships to benefit their entire Service Region, including remote areas.

7.3 Partnership Broker Service Fees

Resources allocated to Service Regions have been negotiated with State and Territory Governments and take into account a range of factors impacting on Partnership Broker service delivery such as: the number of schools or student numbers within a Service Region, geographic location and viability.

7.4 Provision of Services for Young People Within Youth Attainment and Transitions Service Regions

Partnership Brokers must broker partnerships for the benefit of all young people.

Some Service Regions have significant Indigenous, humanitarian refugee and/or disadvantaged populations. In these Service Regions, Partnership Brokers will be expected to engage with relevant stakeholders to ensure that culturally appropriate strategies are developed to address the specific needs of these groups.

These strategies may include brokering partnerships that support young people to develop and nurture connections with their cultural heritage.

8. Information Technology Support

- 8.1 Partnership Broker Internet Site** The Partnership Brokers internet site will:
- contain general information about Partnership Brokers and the program. This will be updated as required by the Department.
 - contain contact details for Partnership Brokers. This will be updated as required by Partnership Brokers.
 - be a mechanism to disseminate information to Partnership Brokers, key stakeholders and members of the public.

The Partnership Brokers internet site is currently under development.

- 8.2 Partnership Broker Online Reporting System** From the Partnership Broker internet site, Partnership Brokers can access a secure relationship management tool and online reporting system (YATMIS). All contracted Partnership Brokers will be required to access YATMIS. Access to YATMIS is available at: <https://YATMIS.DEEWR.gov.au>.

YATMIS will be used to assist with the management of the Partnership Brokers program and information recorded on the system will be used to monitor the performance of Partnership Brokers and report on program achievements. The Department will provide unique password access for Partnership Broker personnel and authorised Departmental staff to the secure modules.

YATMIS will be used to:

- maintain up-to-date Partnership Broker contact details
- collect information about the Partnerships generated by and the performance of Partnership Brokers against Partnership Brokers KPMs
- generate reports about the performance of Partnership Brokers and the program
- initiate and make contract payments.

8.2.1 Access to the Internet

All Partnership Brokers must be connected to the internet via an Internet Service Provider (ISP). Partnership Brokers must manage their own arrangements in this regard.

It is essential that Partnership Brokers have an electronic mail (e-mail) account to send and receive electronic mail from the Department. ISPs can provide details on obtaining this service.

8.2.2 Computer Equipment Requirements

The minimum specifications required for computer hardware and software to support the Department's Partnership Broker Online Reporting System, YATMIS are:

- 128Mb RAM, 800Mhz Intel Pentium processor, 10 Gb hard disk
- web browser software (i.e. Microsoft Internet Explorer 7.00 or later)
- 56 kbps dial-up modem (ADSL preferable)
- internet connection through a well established Internet Service Provider.

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- minimum screen size – (1024 x 768)

8.2.3 Information Technology costs

The costs charged for internet access are those charged by the ISP. Partnership Brokers must meet all information technology costs including:

- the costs of sending and receiving data from the Department's systems
- all Internet Service Provider's charges
- the costs of acquiring, installing and maintaining equipment.

8.2.4 YATMIS Help Desk Support

A YATMIS Help Desk facility is available from the Department. Most ISPs also provide a Help Desk facility for internet service related queries. The Department will not charge a fee for the Help Desk facilities it provides. Partnership Brokers will, however, be required to pay access costs such as those for the telephone call to the Help Desk. The YATMIS Help Desk telephone number is 1300 729 252. Providers can also contact YATMIS via email at YATMIS@DEEWR.gov.au.

8.2.5 Access to YATMIS

A logon ID and password are required to access the secure part of YATMIS. Access will be provided to the Authorised Signatory.

The Partnership Broker's Authorised Signatory will be the only person that can nominate a Security Officer within their organisation who can grant access to modules on YATMIS. The Security Officer will provide YATMIS access to the required Partnership Broker personnel so that:

- data can be endorsed prior to the Department's quarterly report dates; and
- the Annual Partnership Broker Survey data, Strategic Plans and Environmental Scans can be submitted to the Department.

Access to YATMIS is available to nominated Partnership Broker staff by completing the access request form, which is available on public access page on YATMIS at <https://YATMIS.DEEWR.gov.au>, or by contacting the YATMIS help desk on 1300 729 252.

The Partnership Broker must notify the Department if personnel who have secure access to YATMIS leave their organisation or no longer require access to YATMIS.

8.3 Updating Contact and Address Details on YATMIS

Partnership Brokers must record and update their contact and address details on YATMIS. It is the responsibility of the Partnership Broker to ensure that this information is correct and up-to-date as stakeholders and the Department use the addresses and contact information to make contact with Partnership Brokers.

In addition, changes to the Partnership Broker contact, address and bank details will need to be reflected in the Department's financial management

information system. It is an administrative requirement that Partnership Brokers submit a Vendor Data Form to their relevant State or Territory Contract Manager authorising the update of this information on the system.

Partnership Brokers will be able to update staff contact details on YATMIS, but will not be able to update Authorised Signatory or Security Officers' details.

9. Services Contract, Payment Arrangements and Financial Accountability

9.1 Contract	A Contract is an agreement between the Department and a Partnership Broker organisation, defining obligations of both parties and the Service Fee arrangements.
9.2 Execution of Services Contract	<p>The Department will provide Partnership Brokers with two originals of the Services Contract for initialling, signature and witnessing. Once signed, Partnership Brokers must return both copies of the Services Contract to the Department for signature and dating by the Department's Partnership Brokers Program Delegate (refer to Section 9.4). The Services Contracts will not be effective until correctly executed by both parties.</p> <p>Services Contracts (including Appendices) must be initialled by both parties at the bottom right hand corner of every page.</p> <p>Once fully executed, the Department will forward a signed and dated original of the Services Contract to the Partnership Broker for its records.</p>
9.3 Services Contract Variations	<p>A variation is a change to any of the originally agreed terms and conditions of the Services Contract executed by both parties.</p> <p>Variations are to be in writing and signed by the Department and the Partnership Broker and shall be binding on the parties only if implemented in accordance with the process stipulated in the relevant clauses of the Services Contract.</p> <p>If Partnership Brokers require a variation to the Services Contract, the Authorised Signatory must make the request in writing to the relevant State or Territory Partnership Brokers Program Delegate detailing the reasons for the request.</p> <p>The Department will consider, in its absolute discretion, whether or not it agrees to the proposed variation, and if it does so, the Services Contract will be varied in accordance with relevant clause(s) of the Services Contract.</p> <p>If the Department requires a variation to the Services Contract, it will be detailed in writing and sent from the Department's Program Delegate to the Authorised Signatory.</p> <p>Note: Partnership Brokers must notify their relevant State or Territory Contract Manager in writing of any changes to bank account and insurance details. Partnership Brokers must obtain written approval from their relevant State or Territory Contract Manager prior to subcontracting the performance of any of its obligations under the Services Contract or these Guidelines (refer to relevant clause(s) of the Services Contract).</p>
9.4 Partnership Broker Program Delegate	<p>The Partnership Brokers Program Delegate is defined in the Services Contract as the person who has responsibility for:</p> <ul style="list-style-type: none">• approving and signing of Services Contract documentation• approving payments under the program

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- supervising performance (including approving drafts of Services Contract material)
 - accepting and issuing any written notification under the Services Contract.

The Program Delegate can assign responsibility for these functions to Departmental officers and advise Partnership Brokers accordingly. The Partnership Brokers Program Delegate is the relevant State or Territory Manager.

**9.5 Partnership Broker
Authorised
Signatory**

The Authorised Signatory is the person nominated by the Partnership Broker organisation who can:

- sign Services Contracts and or variations
- provide notices to the Department requesting changes to the Services Contract

The Authorised Signatory may also be the person identified at Clause 25 of the Partnership Broker Services Contract who can accept notices on behalf of the organisation.

9.6 Payments

Payment amounts specified under the Services Contract are GST inclusive and are limited to the amount set out in the Services Contract (Refer to the Payment Schedule of the Services Contract).

Payments will be made to Partnership Brokers in accordance with the Services Contract.

The first payment will be made within 30 days of execution of the Services Contract and receipt by the Commonwealth of a correctly rendered Tax Invoice as per the Services Contract. All subsequent payments are subject to compliance by the Partnership Brokers with the terms and conditions of the Services Contract and the Guidelines.

Payment will only be made once a correctly rendered Tax Invoice has been presented to the Department, and after satisfactorily meeting all requirements as set out in the Services Contract.

9.7 Tax Invoices

The Tax Invoice must contain information as required by section 29-70 of the *A New Tax System (Goods And Services Tax) Act 1999* (GST Act) and Regulation 29-70.01 of the GST Regulations. In addition, the Tax Invoice must include:

- title of Project and Contract No
- provider name and ABN* (*if you are registered, or required to be registered for GST, you must state your ABN)
- name of the Department's Program Delegate
- payment amount to be invoiced plus GST amount if applicable (including a description of the deliverables or milestones that the invoice relates to)
- bank account details for payment of the invoice by electronic funds transfer.

Where the invoice relates to a taxable supply made under the Services

Contract, the Tax Invoice must comply with the requirements for a tax invoice, as defined in the GST Act. The date for payment is within 30 days after delivery of a correctly rendered Tax Invoice to the Department and after satisfactorily meeting the reporting requirements as set out in the Contract.

A separate Tax Invoice for each Service Region must be submitted.

10. Communication and Marketing

10.1 Australian Government – Due Recognition All contracted Partnership Brokers are required to give due recognition of the Australian Government’s Partnership Brokers program as outlined below.

10.2 Branding In order to give due recognition of the Australian Government’s Partnership Brokers program, promotional materials must include the following statement:

‘The Partnership Brokers program is funded by the Commonwealth of Australia as represented by the Department of Education Employment and Workplace Relations’

This statement must be included on:

- any Partnership Broker website they may develop
- all correspondence templates
- all publications
- all resources

The Department will issue further advice and guidance on branding in January/February 2010.

10.3 Media Promotion and Advertising Media releases, promotional material and all advertising (including radio announcements) by Partnership Brokers pertaining to the Partnership Brokers program may be provided to the relevant State or Territory Transition Manager for comment prior to release/publication.

Media releases and advertising material must give due recognition of the Australian Government’s Partnership Brokers program (refer to Section 10.2).

This requirement is not designed to stifle legitimate debate or prevent Partnership Brokers from engaging in advocacy activities. The Department gives the following undertakings in relation to its contracts with Partnership Brokers:

- No right or obligation arising under Services Contract between the Department and Partnership Brokers will be read or understood as limiting Partnership Brokers’ right to enter into public debate or criticism of the Australian Government, its agencies, employees, servants or agents;
 - The Department will not require Partnership Brokers to obtain advance approval of any advertisements, promotional activities or any other public relations matters in relation to Partnership Brokers contracts with the Department; and
 - If the Department possesses a contractual power to unilaterally remove personnel from the performance of the services/project, the Department will only exercise that power on reasonable grounds related to performance of the services/project.
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10.4 Clearance of Resources and Material

While it is not compulsory to obtain advance clearance of advertising or promotional materials, providers are contractually required to adhere to the branding protocols outlined in the Guidelines (Section 10.2). The Department recommends that you work closely with your Contract Manager on the development of promotional materials to ensure a consistent and professional image for the program and services under the Partnership Brokers program.

All resources and materials developed by Partnership Brokers must be available to the Department staff during monitoring visits. Partnership Brokers can at any time request feedback from the Department for any resources and materials they develop.

10.5 Partnership Broker Internet Site

The Department website will have a link to a Partnership Brokers webpage which will act as the public face of the Partnership Brokers program. It will contain information on the Partnership Brokers program and a link to the public access page of YATMIS where additional information, including contact details for Partnership Brokers, will be available.

The website will also contain a range of resources, links and information which are useful for members of the public.

The website will be a promotional tool for the Partnership Brokers program. Providers will be encouraged to refer people to the website and to contribute to the continued development and improvement of the site.

The Partnership Brokers webpage is currently under development.

11. List of Acronyms

ABN	Australian Business Number
ATO	Australian Taxation Office
DEEWR	Australian Government Department of Education, Employment and Workplace Relations
ES	Environmental Scan
FOI	Freedom of Information
GST	Goods and Services Tax
GTO	Group Training Organisation
IPP	Information Privacy Principle
ISP	Internet Service Provider
KPM	Key Performance Measure
MCEECDYA	Ministerial Council for Education, Early Childhood Development and Youth Affairs
MERF	Monitoring, Evaluation and Reporting Framework
NPM	National Program Measures
PMM	Program Monitoring Meeting
RPM	Regional Performance Measure
RTO	Registered Training Organisation
TAFE	Technical and Further Education
VET	Vocational Education and Training
YATMIS	Youth Attainment and Transitions Management Information System

12. Glossary

Brokering	Brokering partnerships is the process by which a Partnership Broker brings parties together to form a sustainable partnership with shared goals. The brokerage role may require different levels of support from the Partnership Broker depending on the parties involved and the maturity of the partnership. Brokering partnerships may involve, but is not limited to, organising forums for potential partners to meet, monitoring relationships, providing advice and support when required and facilitating meetings. The Partnership Broker role may also be to facilitate the establishment of sound partnership foundations and to build the capacity of partners to manage their relationship.
Environmental Scan	The Environmental Scan is a written document that outlines current and emerging trends, gaps and issues, key stakeholders and existing partnerships within the local education and transitions environment. This may include but is not limited to: existing national, State and Territory and local services and programs; local business and industry operating in the region; key stakeholders within the region; the needs of business and industry; and local needs of all key stakeholder groups.
Group Training Organisations (GTOs)	GTOs have been set up to employ apprentices and trainees under an Apprenticeship/Traineeship Training Contract and place them with host employers. GTOs undertake employer responsibilities for the quality and continuity of apprentices' and trainees' employment and training. GTOs also manage the additional care and support necessary to achieve the successful completion of an Apprenticeship/Traineeship Training Contract.
Industry Sectors	Industry Sectors are defined by the 2006 Australian and New Zealand Standard Industrial Classification (ANZSIC) Divisions.
Key Performance Measure (KPM)	A KPM is a detailed, measureable indicator that is the foundation for assembling quantitative and qualitative information to monitor provider performance and program effectiveness. Each Partnership Brokers KPM informs the Partnership Brokers Outcomes described in the Partnership Broker Outcomes Framework (Attachment B) and is linked directly to Policy Goals and National Objectives.
Key Stakeholders	Key stakeholder Groups (key stakeholders) are: <ul style="list-style-type: none">• Education and training providers (including, but not limited to, primary and secondary schools, TAFEs, Universities, RTOs and alternative education program providers)• Business and industry

- Parents and families (including, but not limited to, parents, carers, extended families, parent or family representative bodies)
- Community Groups (including, but not limited to, privately and publicly funded community groups, sporting or social groups, charities and volunteer organisations and local government)

Locally Based	For the purposes of these Guidelines, locally based organisations are defined as organisations that maintain business premises within the Youth Attainment and Transitions Service Region, and employ personnel who operate from premises within the Youth Attainment and Transitions Service Region to deliver Partnership Brokers services required under the Services Contract.
Monitoring, Reporting and Evaluation Framework (MERF)	MERF refers to the Monitoring, Evaluation and Reporting Framework the Australian Government will use to assess the Partnership Brokers program. The MERF identifies the overarching National Objectives, Policy Goals and provides qualitative and quantitative evidence to inform feedback to providers, ongoing policy and program development and the national evaluation of programs.
National Partnership Broker Representative Body	The Department will support a national Partnership Brokers representative body that will act as a point of contact between national and international stakeholders and the broader Partnership Brokers network. In consultation with the Department, the body will guide strategic direction for the broader Partnership Brokers network and have the capacity to develop relationships with peak representative organisations, including Industry Skills Councils. The national body will also provide feedback to the State and Territory Partnership Brokers representative bodies.
National and Regional Performance Measures	National and Regional Performance Measures (NRPMs) are part of the ongoing evaluation strategy under the MERF. NRPMs will be assessed using a combination of techniques for collecting quantitative and qualitative information about program effectiveness. Outcomes that are achieved as a result of the combined efforts of a range of stakeholders will be measured through NRPMs. NRPMs are designed to help evaluate program achievements against high level policy and program objectives.
Parents and Families	The Parent and Family stakeholder group is inclusive of a broad range of people providing support to young people including carers and extended families and bodies that represent parents and families.
Partnership	A sustainable relationship between two or more parties that is mutually beneficial and contributes to improved education and transitions

